

PUBLIC LIBRARY TRUSTEE REFERENCE MANUAL

EXPANDED TABLE OF CONTENTS

CHAPTER / PAGE NUMBER:

INTRODUCTION	1
BOARD AND DIRECTOR ROLES AND RESPONSIBILITIES.....	2
For Governing Boards...the Sometimes Subtle Differences	
Between Policy and Operations	2.1
Building a Board, Director, and Staff Team	
Community Involvement	
Developing Policies	
Examples of Director and Board Roles and Responsibilities	
Conclusion	
Governing and Advisory Board Relationships.....	2.6
A Comparison: Roles of a Library Board and the Library Director (Chart)	2.7
LEGAL STRUCTURE	3
Legal Structure of Public Libraries and Their Governing Boards	3.1
Organizational Patterns of Public Libraries	
How Libraries are Established or Adjoined to	
Appointment Process and Term of Office for Members of Governing Boards	
Relationship of Governing Board of Trustees to Appointing Authority	
Specific Powers and Duties of a Governing Board	
A Selection of Laws that Impact Libraries	
Suggested Expectations of Board Roles	
Role and Authority of Advisory Boards	
Conflicting Laws in Optional Municipal Code Cities	
Potential Roles and Responsibilities to Review and Agree upon in Optional	
Municipal Code Cities	
Examples of Ordinances in Optional Municipal Code Cities	3.7
Camas Public Library	
Ellensburg Public Library	
Resources.....	3.10
LIBRARY DISTRICT ESTABLISHMENT AND CITY ANNEXATION	4
Setting up a New Library District	4.1
Certify the New District	
Commissioners Appoint the Library Board Members	
Meet as Library Board	
Determine Interim Funding Sources	
Select an Approach to Providing Library Service	
Determine Methods to Plan Library Service for the District	
Preliminary Plan for Library Services	
Prepare a Preliminary Budget	
Set a Tax Levy Rate	
Adopt an Official Budget	
Timing of Receipt of Property Taxes	
Resources	

City Annexation to a Library District.....	4.5
Purpose	
Impact on City/Town Taxes	
Cost to the Taxpayer	
Enabling Statute	
Annexation Procedure	
Deadlines for Considering Annexation Requests	
Timing of Annexation and Levy of Taxes for Library District	
Library Annexation Agreements	
BOARD ORGANIZATION.....	5
Organization of a Library Board of Trustees.....	5.1
Who's Eligible to be a Library Trustee?	
Building an Effective Board Through Recruiting and Interviewing	
Qualifications for a Library Trustee	
Board Bylaws	
Summary of Recommended Board Officers and Committees	
Role of Library Director in Board Meetings	
Relationship with the Library Director	
Examples of Job Descriptions of Board Members and Library Director	5.6
Basic Library Trustee Job Description	
Board Chair	
Vice-Chair	
Secretary	
Treasurer	
Library Director Responsibilities in Support of the Board	
One Library's Approach: the Trustee Emeritus	5.11
CONDUCT OF MEETINGS	6
Conducting Meetings of the Board of Trustees.....	6.1
Guidelines for Effective Library Board Meetings	
Establishing the Agenda for "New Business"	
Role of the Library Director in Board Meetings	
Meeting Practices to Avoid	
Trustee Conflict of Interest	
Who speaks for the Board?	
Handling conflict within the Board	
Handling Conflict Resolution of Community Issues.....	6.5
Have a Clear Collection Policy in Place	
Assure that a Complaint Procedure is Established in the Library	
Reach Out to the Community	
Frame the Issue	
Trust You Will Find Public Support	
Suggestions for Holding Successful Public Forums on Library Issues	
Take Advantage of the Experience of Other Boards	
Conclusion	
CODE OF ETHICS.....	7
Examples of Codes of Ethics for Library Boards and Library Trustees	7.1
American Library Association General Statement	
ALA/ ALTA/ PLA Code of Ethics Statement	
Washington Library Friends and Trustees Association Code of Ethics	
Connecticut Library Board Members Code of Ethics	
Jefferson County Rural Library District Commentary and Ethics Statement	

BOARD EDUCATION AND EVALUATION	8
Building an Effective Board and Being an Effective Member of the Board	8.1
Orienting New Library Board Members	
Information Needed by New Board Members	
Characteristics of an Effective Board Member	
Continuing Education for Board Members	
Evaluating the Board and Board Members	8.6
How Well are We Doing as a Board?	
Where Should we Concentrate in Order to be More Successful?	
How Well am I Doing as a Trustee?	
Resources.....	8.9
LIABILITY ISSUES	9
Liability of Boards and Board Members	9.1
Liability of Governing Boards of Trustees	
Limitations on Individual Trustee Liability	
Violation of Open Public Meeting Laws	
Protection Against Liability	
Errors and Omissions Liability Insurance	
Managing Liability as a Board Member	9.3
Resources.....	9.4
OPEN PUBLIC MEETINGS AND PUBLIC RECORDS LAWS	10
Open Public Meetings Law	10.1
Board Meetings Must be Public with Some Few Exceptions	
Board Minutes	
Exceptions to Public Meetings - Executive Sessions	
Minutes of an Executive Session	
Sole Subjects that May be Considered in Executive Session	
Collective Bargaining Sessions are Excluded from Public Meeting Requirements	
Votes Must be Public	
Who May Attend Public Meetings	
Disorderly Conduct	
Public Recording of a Board Meeting	
Library Board Must Establish a Schedule of Regular Meetings	
Meeting Place	
Notice of Each Special Meeting	
No Notice is Required for Emergency Meetings	
Civil Penalties	
Public Records Law	10.5
Request by Police or Other Authorities for Access to Library Circulation Records	
Inspecting or Copying Library Records Other than Circulation Records	
Identifiable Public Records	
Indexes Identifying Records Must be Available to the Public	
Some Exempt Categories of Agency Records	
Fees Related to Public Records	
Duty to Delete or Redact Exempt Material	
Good Faith Response	
Resources	10.8

EMPLOYING A NEW LIBRARY DIRECTOR.....	11
Hiring a New Library Director.....	11.1
Decision to Advertise and Search for Candidates	
Appoint an Interim Director	
Planning for the Search Process	
Assess Current Status of the Library	
Meet with Human Resources Staff	
Determine the Search Process	
Determine How the Job will be Structured	
Budget for Search Committee Costs	
Prepare Information about the Library and Community for Applicants	
Advertising the Position	
Screening Applications	
Interview Process	
Prior to the Interview	
The Interview	
After Interviews are Completed	
Conditional Job Offer	
Notify the Interim Director	
Probationary Period	
Washington State Requirement for Certification of Librarians	11.7
Proposed Certified Public Library Administrator Program	11.7
Sample Library Director Job Description	11.8
WORKING WITH AND GUIDING THE LIBRARY DIRECTOR.....	12
Evaluating the Library Director.....	12.1
Probationary Period and Work Plan	
Mid-Point and Final Probationary Evaluation	
Developing the Annual Work Plan with the Library Director	
Informal and Annual Evaluations	
Developing the Evaluation Process	
Evaluation is a Consensus	
Context of the Evaluation	
Some Factors/Questions to Consider	
Corrective Action	12.7
Factors to Consider	
The Corrective Action Plan	
Corrective Action Interview with the Director	
After a Corrective Action Interview	
If the Corrective Action Plan Isn't Successful	
Dismissing The Library Director.....	12.11
Letter of Reprimand	
Termination of Employment for Cause	
Considering Termination of Employment in Executive Session	
Review with Human Resources Staff and Legal Counsel	
Loudermill Hearing	
Final Disciplinary Letter	
Termination	
Resources.....	12.13

EMPLOYEE RELATIONS AND UNIONS	13
Trustees and Staff Relations	13.1
Clear Understanding of Trustee Role	
Clear Understanding of Director and Staff roles	
Rights of Employees to Organize and Bargain Collectively	13.2
Washington State Public Employment Relations Commission (PERC)	
General Personnel Requirements	
What are the Rights of Employees?	
How is a Union Established?	
What are Unfair Labor Practices for the Employer?	
Communications with Staff	
What are Unfair Labor Practices for the Union?	
What Happens during Negotiations?	
How does the Open Public Meetings Act Apply to Negotiation Discussions?	
What Happens if an Unfair Labor Practice Charge is Filed?	
Who Should Represent the Library in Negotiations?	
Some Actions that can Severely Hamper Successful Negotiations	
Some Words of Wisdom	
Resources.....	13.6
POLICY-MAKING	14
Policy-making by the Board of Trustees	14.1
Coordination of Policy-making with the Library Director	
Policy-making in Municipal Libraries	
Mission Statement is the Foundation for Policy	
Characteristics of an Effective Policy	
Plan for Regular Review in Order to Adopt New or Revised Policies	
Public Comment on Proposed Policies	
Relationship to Operational Policies and Procedures	
Policies are Public Records	
Announcing Newly Adopted Policies	
Selected List of Federal and State Laws Requiring Policies	14.3
RECOMMENDED POLICIES	15
Common Topics for Library Policies.....	15.1
Intellectual Freedom (Also see Chapter 18)	15.2
Library Bill of Rights	
Interpretations of the Library Bill of Rights	
Other Freedom to Read Policies, Procedures, Resolutions and Guidelines	
Freedom to Read Statement	
Copyright Policy.....	15.8
Fair Use	
Copyright Symbol and Public Domain	
Internet and Copyright	
Copyright Obligations	
Resources	
Internet Policy	15.10
Suggested Content of an Internet Policy	
What About Internet Filters?	
Establish a Library Plan to Manage the Internet	
Resources	
Resolution on the Use of Filtering Software in Libraries	

Example Internet Policies:
 Ames Public Library
 San Antonio Public Library
 Alachua County Library District
 Cleveland Heights-University Heights Public Library
 Collection Development Policy. See Chapter 19.

PLANNING.....	16
Planning for the Future	16.1
Start by Reviewing Planning Resources	
Touch Base with Others	
Planning is an Orderly Process	
Fundamental Questions Posed in the Planning Process	
Roles of Board Members and the Library Director in a Planning Process	
Some Considerations and Cautions	
Who Should be Involved in the Planning Process?	
Will the Process need a Consultant or Facilitator?	
Adopting your Planning Process	
PLA Planning Process Activities	
Writing the Plan	
Adopting the Plan	
The Plan is a Public Record	
Some Definitions of Planning Terms	
United Way of America Definitions for Program Outcomes	
And Program Outcome Model.....	16.9
Resources	16.12
BUDGETING.....	17
Public Library Funding Patterns.....	17.1
Library District Budgeting.....	17.2
Introduction	
Washington's Property Tax Structure	
Library District Levy	
Property Tax Limitations on Levies	
Roles of Governmental Units Related to Tax Assessments	
Legal Requirements in Establishing an Annual Budget	
Budget Preparation	
Budgeting, Accounting and Reporting System (BARS)	
District Budget Planning Calendar	
The Budget - Major Revenue Sources	
The Budget - Major Expenditure Areas	
Cash Flow	
Municipal Library Budgeting	17.12
Budget Preparation Cycle and Processes	
Budget Based on Library Mission and Strategic Plan	
Impact of Costs Not Controlled by Library	
Equipment	
Materials Budget	
Obtaining the Funding	
Other Fundraising	
Resources.....	17.15

INTELLECTUAL FREEDOM	18
Intellectual Freedom and American Public Libraries	18.1
The Cornerstone: The Library Mission Statement	
Policies Built on the Library's Mission: The Library Bill of Rights and the Washington Library Association's Intellectual Freedom Statement	
Interpretations of the Library Bill of Rights	
The Collection Development Policy	
Conflicting Values: When the Challenge Comes	
Receiving and Reviewing Complaints	
Resources/Process When a Challenge Occurs	
Applicable State Laws	
Keeping Up-to-Date	
Communicating with the Public	
COLLECTION DEVELOPMENT	19
Collection Development Policy	19.1
Collection Development Policy Serves Multiple Purposes	
Benefits of a Written Collection Development Policy	
What Does a Collection Development Policy Include?	
What Materials Does a Library Collection Development Policy Address?	
A Caution: Dispersing and/or Discarding Library Materials	19.4
Challenges to Library Materials	19.4
Other Resources for Libraries	19.5
Washington Talking Book and Braille Library	
Resources.....	19.6
COMMUNITY AND MEDIA RELATIONS	20
Trustees and Community Relations	20.1
Public Relations Strategies, Techniques, Processes	
The Role of Trustees in Public Relations	
Commitment	
Working With the Media	
The Library's Image	
The Importance of Planning	
Conclusion	
Pssst! Here are a Few Tips for Dealing with Reporters	20.4
COMMUNITY SUPPORT OF LIBRARIES	21
Friends of the Library	21.1
Legal Requirements for Friends of the Library Groups	
Relationship of Trustees and Friends of the Library Group	
Fundraising	
Friends as Library Advocates	
Organizations that Support Friends of the Library Groups	
Complementary Roles of Board, Director, and Friends (Chart)	21.4
Volunteers.....	21.6
Managing a Voluntary Program	
Jobs that Volunteers Might Fill in the Library	
Recruiting Volunteers	
Once a Volunteer is Accepted	
Reward Volunteers for their Efforts and Contributions	

FOUNDATIONS.....	22
Library Foundations.....	22.1
Benefits of Foundations	
Establishing a Foundation	
Organization of the Foundation Board	
Support of Library Programs and Priorities	
Contacts	
Conclusion	
Resources	
Cooperative Community Foundations.....	22.7
ADVOCATING FOR LIBRARIES.....	23
Advocating with Local and State Governmental Officials	23.1
Advocacy, a Trustees Responsibility	
What to Do	
How to Do It	
Meeting in Person	
Over the Phone	
Letters, Faxes, and E-mails	
Advocacy ABCs for Trustees	23.3
The Three-legged Stool	
Fear of Trying	
Advocacy Must-do's	
Staying Power	
Trustee Association Health Quiz	
Advocacy and Election Campaigns-Public Disclosure Commission	23.7
Using Public Resources for Political Activities	
Activities Prohibited by RCW 42.52.180	
Conduct that Appears to be Acceptable under RCW 42.52.180	
Election Campaign Strategies.....	23.9
Success: Campaign Strategies	
Timeframe	
Citizen Advocacy Campaign	
Campaign Committee Literature	
Campaign Committee Activities	
Campaign Committee Tools	
Mass Media	
Miscellaneous	
Guidelines for Local Government Agencies, in Election Campaigns.....	23.14
Resources.....	23.21
LIBRARY BUILDING PROJECTS.....	24
Guiding Library Building Projects	24.1
Needs Analysis	
Decisions Concerning a Potential Building Program	
Human Elements to Consider in a Building Project	
Establish a Governing Authority and Involve Staff and Community	
Helpful Resources	
Finding an Architect	
Funding Sources	
Resources	

One Library's Experience: The Seattle Public Library Bond Issue	24.5
Library Capital Facility Area Financing (LCFA)	24.7
Definition of a Library Capital Facility Area	
Establishing an LCFA	
Governance of an LCFA	
Authority of a LCFA	
Maximum Levy Allowed by Law	
Dissolution of a Library Capital Facility Area	
Potential Issues to be Considered Before an LCFA is Formally Proposed	
Resources	
ADMINISTRATION OF STATE AND FEDERAL LIBRARY PROGRAMS	25
Washington State Library Commission (WSLC)	25.1
Washington State Library (WSL)	25.1
Library Council of Washington (LCW)	25.1
Mission	
Roles of the Library Council	
Membership	
Federal Funds Available to Libraries	25.2
Library Services and Technology Act	
LSTA State Grant Program	
LSTA Planning at the Washington State Library	
Other Federal Funds Available to Libraries	25.4
LSTA Native American Library Services Grants	
LSTA National Leadership Grants	
For More Information	
Resources Available from the Washington State Library	25.5
Consulting	
World Wide Website	
Statewide Plan for Washington Libraries	
Required Report: Public Library Statistics Report and Salary Survey	
Directory of Washington Libraries	
ASSOCIATIONS, ORGANIZATIONS, AND OTHER RESOURCES	26
GLOSSARY AND ABBREVIATIONS	27
SELECTED LIBRARY LAWS	28
INDEX	29
Appendix 1: MAP OF PUBLIC LIBRARY SERVICES IN WASHINGTON STATE	30